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Following are tentative definitions of the major qualifications which are being rated by the Assessment Board. These have been developed (a) from requests and suggestions made by numerous OSS officers and (b) from an evaluation of the possibility of making reasonably valid measurements and ratings on various qualifications.

From time to time when certain other qualifications such as energy, cooperativeness, teamwork, control of temper, etc., are outstanding, these qualifications will be ~~r~~/rated. When the Assessment Board has no evidence regarding a specific qualification, no rating will be made.

The following list is subject to change and recommendations for changes and additions are invited.

1. Motivation: Whole-hearted desire and determination to participate in the war effort by successfully accomplishing the tasks which may be assigned to him. Interest in, and readiness to execute OSS assignments, together with strong convictions in favor of fighting this war to a conclusive finish.

2. Initiative: Energy for action and the ability to

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think of effective things to do without being ordered or instructed. The ability to operate without an explicit set of instructions, to carry out activities not assigned, Absence of inertia, passivity, and indolence, of dependence upon leaders or the example of others. The man is ~~not~~ a self-starter.

3. Resourcefulness: Fertility in developing new ways of solving ~~new~~ problems when standard or customary methods are blocked or found ineffective. Ingenuity and inventiveness in dealing with novel situations.

~~4. Resourcefulness~~

4. Self-sufficiency: Ability to get along and operate effectively without companionship or guidance, to remain calm in isolated and hostile surroundings.

5. Self-assurance: Confidence in his ability to meet situations adequately and to succeed in whatever he undertakes.

6. Fitness for Emergencies: Ability to act rapidly and effectively when suddenly and unexpectedly confronted by a critical situation. Absence of confusion, paralysis, discoordination, impulsive ineffectiveness.

7. Emotional stability: Ability to govern anxiety and other emotions during a period of stress, to keep his head and to function effectively in the face of threats and disagreeable pressures. Poise during cross examination, absence of worry, indecisiveness, confusion, irritability, dejection, and undue pessimism; absence of emotional conflict and neurotic symptoms. Immunity to war.

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8. Dependability: The habit of doing what he has agreed to do, of completing the undertaking to which he is committed, of remaining loyal to a trust. Consistency and predictability of conduct; trustworthiness. Absence of irresponsible and erratic performance.

9. Planning ability: Ability to select an important objective and to devise a feasible plan for attaining it, to propose an orderly, efficient procedure for attacking a given task, to organize the activities of diverse units.

10. Observation: Ability to explore, to discover significant facts, to observe them in detail, remember and report them accurately (after a short interval).

11. Memory: Ability to remember accurately what he has seen or heard.

12. Inference: Ability to arrive at a valid conclusion from a given set of clues or facts, by intuition or by reason; ability to size up a situation quickly and distinguish the chief elements or forces that are interacting, to make a correct diagnosis.

13. Judgment of others: Ability to size up other people, to judge whether they are trustworthy, accurately to appraise their abilities and defects, to estimate their chief sentiments and allegiances, to distinguish their dominating traits and predict their actions.

14. Thoroughness: Ability to attend to and handle

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observing, in developing a cover story, in planning activities. This includes the ability to anticipate probable eventualities and to make provision for them, to be prepared for anything that is likely to turn up. Absence of vague, superficial, alaphdash, and slipshod methods of procedure.

15. Discretion: Ability to maintain cover constantly and unobtrusively by governing speech and behavior, to hold his tongue and keep his own counsel, before carrying out an action to think of its possible effects on security. Absence of drive to allude to identifying items from past history.

16. Getting along with others: Ability to manage his social contacts smoothly ~~at~~ with minimum friction. Absence of annoying traits, such as undue egotism, argumentativeness, irritability, fanatical prejudice.

17. Persuasive ability: Ability to speak forcefully and effectively to small groups, to influence opinion, to stir and incite to action.

18. Leadership: Two components are distinguished: (a) the ability to gain and maintain a following, to win its respect, confidence and loyalty; and (b) the ability, irrespective of how the position of authority is established, effectively to direct and organize the activities of a group to the accomplishment of a purpose.

When a candidate shows these two components to equal degree, a single rating for leadership is given. In the absence of data for evaluation of one or the other component they are shown in different degree. then

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separately as (a) Leadership assertion or (b) Leadership efficiency.

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